



Academic Year 2021-2022 Multi-Board OPNAV N7

Politico-Military Master's (PMM)
Secretary of Defense Strategic Thinkers Program (SD STP)
Federal Executive Fellowship (FEF)
Hudson Fellowship - University of Oxford
Secretary of Defense Executive Fellows (SDEF)
Olmsted Scholars

December 9-11, 2020



CNO's Guidance on Education

- Integrate and align Naval education into warfighting development.
- Learning is the ultimate warfighter enabler and the intellectual development of our Sailors provides our most critical warfighting capabilities.
- Under the Naval University system, we will prioritize and align academic efforts and resources for all naval education activities to achieve warfighting advantage. Student and faculty research in warfighting concepts and technology will contribute directly towards this end.
- Longer term, we will instill continuous learning behaviors to broaden and deepen warfighting knowledge which will enable adaptation, improvement, and will strengthen mission command to out-think and outfight any adversary.



AY21-22 Programs and Targets

- Politico-Military Master's Program
 - 8 primary candidates (no limit on alternates)
- Secretary of Defense Strategic Thinkers Program
 - 2 primary and 2 alternate candidates
- Federal Executive Fellowship
 - 13 primary candidates (no limit on alternates)
- Hudson Fellow at Oxford University
 - Per agreement, 1 primary candidate and 2 alternates required for submission to Oxford University Governing Board (no limit on alternates – 4 minimum)
- Secretary of Defense Executive Fellows
 - 2 primary candidates (no limit on alternates)
- Olmsted Scholars
 - 12 primary candidates



Politico-Military Master's (PMM)

Graduate Education in strategy & politico-military affairs at leading civilian universities.

Program details:

- Officers attend school full-time, year round (eight 1-year scholarships)
- Begin Fall semester 2021 (summer pre-session required by some universities)
- Selected officers will have applied to at least three authorized universities:

University of Washington – Seattle; Harvard Kennedy School; Johns Hopkins University; University of Virginia; Princeton; Tufts University – Fletcher; University of Chicago; University of California, San Diego; or other N7 **approved** Program

Fully Qualified Officers must:

- Requirements:
 - Rank: O3-O5, including O2s selected for O3 and promoted prior to the start of AY21-22 (preference given to O3-O4)
 - URL, 1710, 1810, 1820 & 1830 (FTS, Reserves ineligible)
 - DoD-funded master's degree precludes selection without an approved waiver
- Sustained superior performance
 - Due course within communities
- Academic qualifications
 - Competitive GPA and GRE
- Availability of applicant
 - Detailer, community approve program/payback

Best Qualified Officers:

- Published in print or on-line
- Politico-military, national security, or political science background
 - Academic degrees
 - Previous work in OLA, N5 or J5 billets or similar strategy and policy billets



Secretary of Defense Strategic Thinkers Program (SD STP)

Advanced analytical/strategic thinking skill development with 1-year master's degree at JHU SAIS

Program details:

- Officers attend Johns Hopkins University School of Advanced International Studies full-time, year round (two 1-year scholarships)
- Begin Fall semester
- Master of Arts in International Public Policy (MIPP)
- Navy board selects four nominees; OSD selects two finalists Jan '21

Fully Qualified Officers must:

- Requirements:
 - Rank: O4-O5
 - URL & IWC only (FTS, Reserves ineligible)
- Sustained superior performance
 - Due course within communities
- Academic qualifications
 - JPME I (Top 20%)
 - Competitive undergraduate degree GPA; High GRE
- Availability of applicant
 - Detailer, community approve program / payback

Best Qualified Officers:

- Published in print or on-line
- Politico-military, national security, or political science background
 - Academic degrees
 - Previous work in strategy and policy billets



Federal Executive Fellows (FEF)

Developing Naval strategists by working in national security at leading policy & academic institutions

Program details:

- Officers assigned to universities/organizations full-time (thirteen 1-year programs)
- One fellow to each institution beginning Fall semester 2021
- OPNAV N7 will assign fellows to institutions after the board

Fully Qualified Officers must:

- Requirements:
 - Rank: O4-O6
 - Communities: URL, 1710, 1810, 1820 & 1830; FTS and Reserve not eligible
- Sustained superior performance
 - O4-O6
 - Due course within communities
- Availability of applicant
 - Detailer, community approve program/payback

Best Qualified Officers should:

- Exceptional future senior leader
- Published in print or on-line
- Politico-military, national security, or political science background
 - Academic degrees (Masters desired)
 - Balanced operational/staff experience;



U.S.N. Hudson Fellow Oxford University

Strengthen US – UK strategic relationship; improve Joint/Combined understanding in the interdisciplinary study of war and armed conflict.

Program details:

- 1 Officer attends Oxford full-time for one year. Begins in Fall term 2021.
- Attends Changing Character of War program led by the History Faculty of St. Antony's College
- By agreement, one primary and two alternate selectees are nominated. Oxford Governing Board has final approval authority of the Navy's Hudson Fellow
- Hudson Fellowship reflects the strong US-UK military, economic, and political ties as well as the strategic importance of a fellowship at Oxford

Fully Qualified Officers must:

- Requirements:
 - Rank: O-5/O-6;
 - Communities: URL, 1710, 1810, 1820 & 1830
 - FTS/Reserve not eligible
 - Requires Master's degree,
- Sustained superior performance
 - Balanced operational/staff experience
 - Due course
- Availability of applicant
 - Detailer and community approval for program and payback tours

Best Qualified Officers:

- Published preferred (in print or on-line)
- Sustained superior performance
 - Oxford prefers post-command O5-O6
 - Exceptional future senior leader
- Politico-military, national security, or political science background
 - Academic degrees
 - N5/J5 or similar strategy/policy experience



Secretary of Defense Executive Fellows (SDEF)

Accelerate Navy innovation through experience and service at the nation's leading business enterprises.

Program details:

- Two officers in Fellowship for 1-year, beginning 1 July 2021.
- 1 month Pol/Mil + Business School Exec Ed training; 11 months at corporation
- Assignment to and within corporation based on education and military career
- Placed at the executive leadership level

Mix of corporations selected each year by SDEF. Some examples:

- | | |
|--------------|---------------------|
| • 3M | • General Dynamics |
| • Amazon | • Apple |
| • Boeing | • ExxonMobil |
| • CVS Health | • Alaska Airlines |
| • SpaceX | • Johnson & Johnson |

Fully Qualified Officers must:

- Requirements:
 - Rank: O-5/O-6; any community
- Sustained superior performance
 - Due course officers
- Availability of applicant
 - Detailer and community approval for program and payback tours

Best Qualified Officers:

- Sustained superior performance
 - Exceptional future senior leader
 - Innovation-related experiences valued
- Background
 - Operational and technical backgrounds preferred by corporate sponsors



Olmsted Scholars

Leadership development, diverse cultural and language skills, in-residence strategic education

Program details:

- Olmsted Foundation selects five scholars for ~3 year educational experience
- Language training, then 2 years graduate liberal arts study at foreign university
- Scholars expected to immerse in culture of host country
- Creates officers fluent in foreign language with deep understanding of foreign culture

Previous 700 (177 Navy) Scholars have studied in 61 countries, at 218 Universities and immersed in 44 languages.

Fully Qualified Officers must:

- Requirements:
 - Rank: O-2 to O-4
 - Communities: URL, RL: 181X, 182X, 183X, 310X
 - Active duty regular or Full Time Support
 - At least 3 years but not more than 13.5 years of total active Federal service (1 April 2021)
- Sustained superior performance
 - Due course officers competitive for Command
- Availability of applicant
 - Detailer and community approval for program and payback tours

Best Qualified Officers should:

- Sustained superior performance
 - Strong operational performance

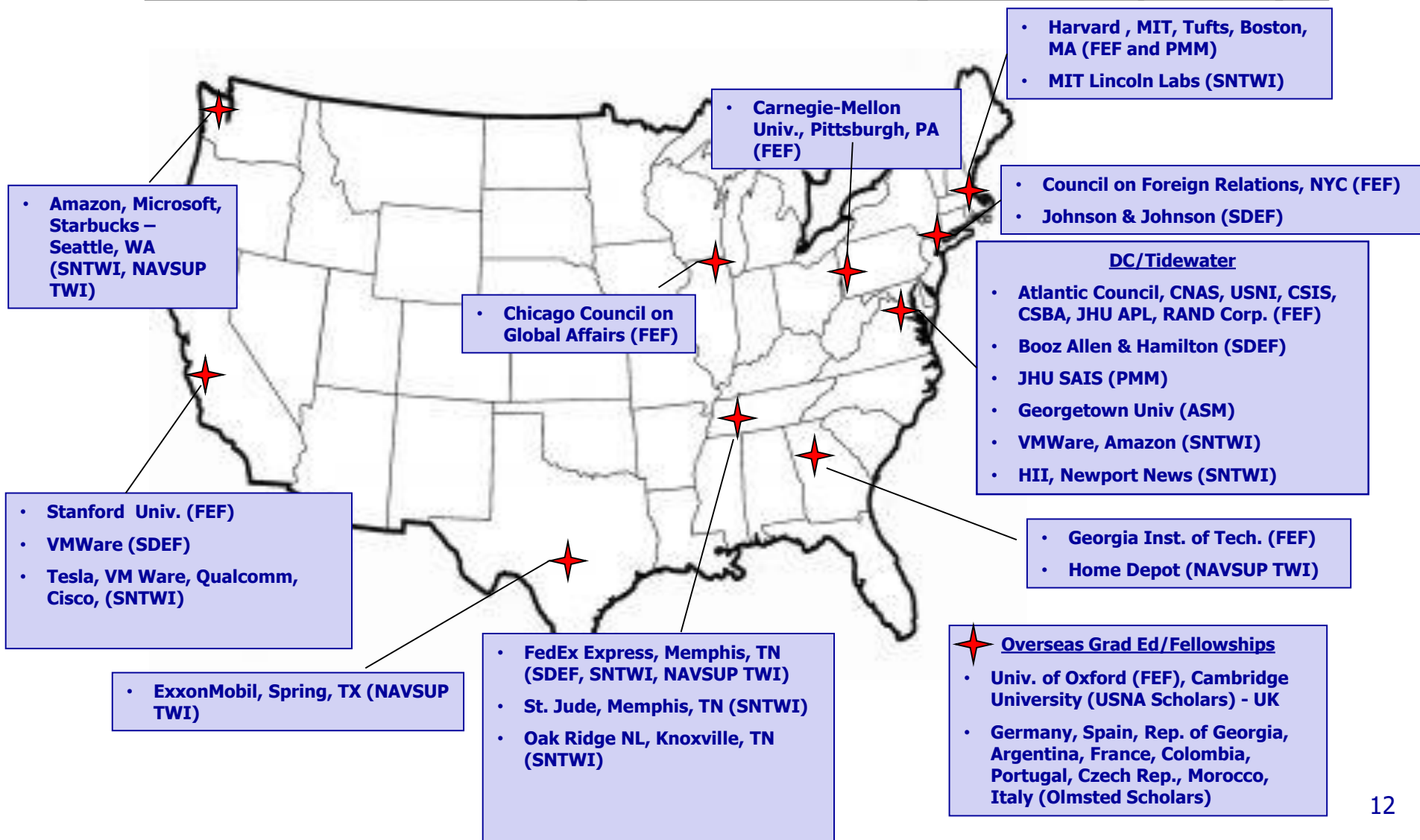


BACKUP



Core OPNAV N7 Scholarship and Fellowship Programs AY20-21

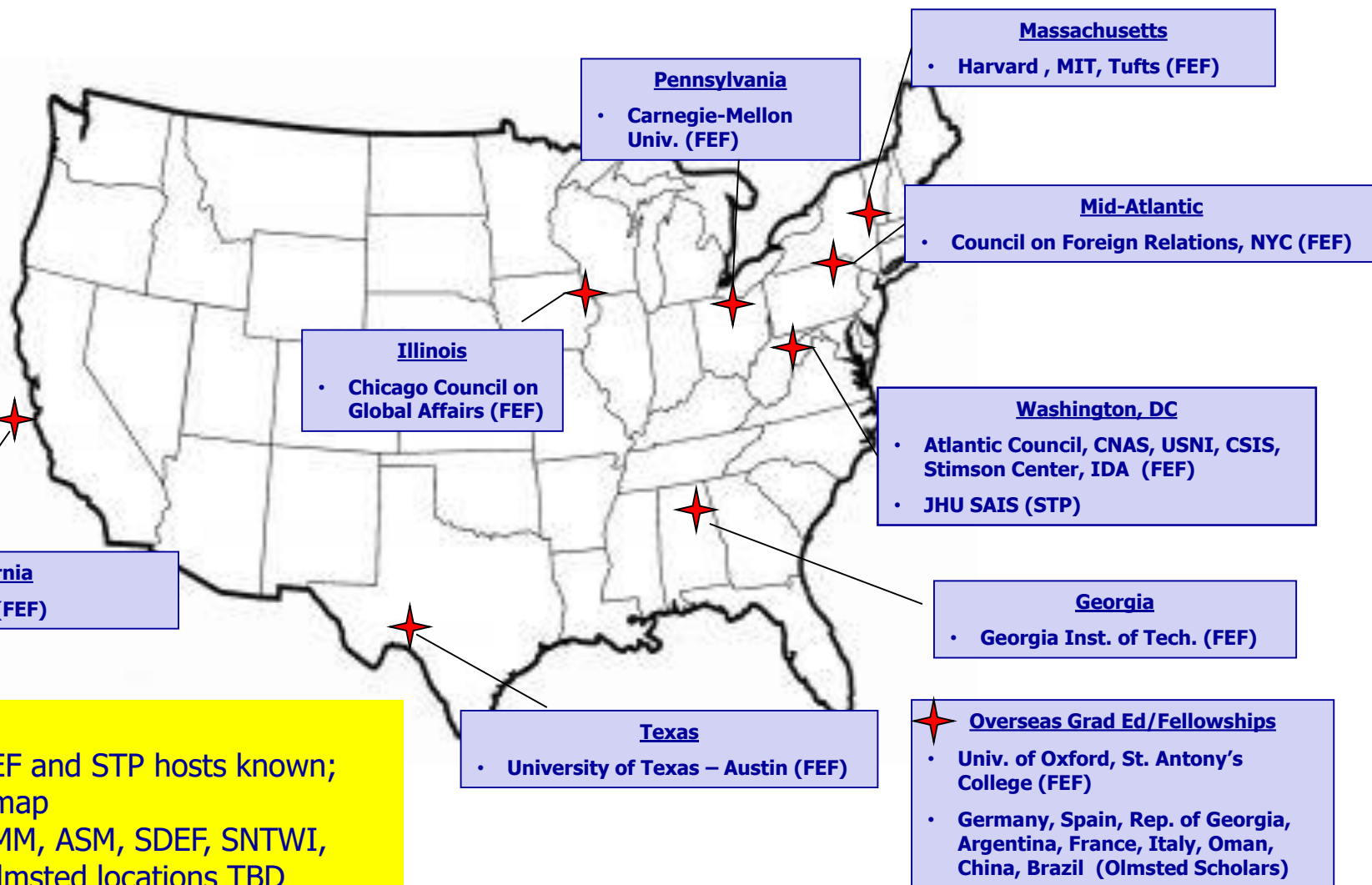
Federal Executive Fellowship (FEF), Secretary of Defense Executive Fellows (SDEF), Secretary of the Navy
Tours With Industry Fellowship (SNTWI), Olmsted Scholars, Politico-Military Masters (PMM), Arthur S.
Moreau (ASM)





Core OPNAV N7 Scholarship and Fellowship Programs AY21-22*

Federal Executive Fellowship (FEF), Secretary of Defense Executive Fellows (SDEF), Secretary of the Navy Tours With Industry Fellowship (SNTWI), Olmsted Scholars, Politico-Military Masters (PMM), Strategic Thinkers Program (STP)



* Note:

AY21-22 FEF and STP hosts known;
shown on map
AY21-22 PMM, ASM, SDEF, SNTWI,
and new Olmsted locations TBD



2020 Federal Executive Fellowship Host Review Selection Summary

• AY 2019-20/2020-21

N
C
R

1. Atlantic Council, DC
2. Center for a New American Security (CNAS), DC
3. **Center for Strategic and Budgetary Assessments (CSBA), DC***
4. Center for Strategic and International Studies (CSIS), DC (w/ adjunct to United States Naval Institute)
5. **Johns Hopkins U Applied Physics Laboratory (JHUAPL), MD***
6. **RAND Corporation, Arlington, VA***

B
T
B

7. Carnegie Mellon University, Pittsburgh, PA.
 8. Chicago Council on Global Affairs, Chicago, IL.
 9. Georgia Institute of Technology, Atlanta, GA.
 10. Harvard University, Kennedy School of Government, MA
 11. Massachusetts Institute of Technology (MIT), MA
 12. Stanford University, Hoover Institution, CA
 13. Tufts University, Fletcher School of Law and Diplomacy, MA
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14. University of Oxford, UK – enduring
 15. Council on Foreign Relations, NYC – enduring

* **Removed by 2020 Host Review**
* **Added by 2020 Host Review**

• AY 2021-22/2022-23

N
C
R

1. Atlantic Council, DC
2. Center for a New American Security (CNAS), DC
3. Center for Strategic and International Studies (CSIS), DC w/United States Naval Institute (adjunct fellowship)
4. **Henry L. Stimson Center, DC***
5. **Institute for Defense Analyses (IDA), Arlington, VA***

B
T
B

6. Carnegie Mellon University, Pittsburgh, PA.
 7. Chicago Council on Global Affairs, Chicago, IL
 8. Georgia Institute of Technology, Atlanta, GA
 9. Harvard University, Kennedy School, MA.
 10. Massachusetts Institute of Technology (MIT), MA
 11. Stanford University, Hoover Institution, CA
 12. Tufts University, Fletcher School of Law and Diplomacy, MA
 13. **University of Texas at Austin, Clements Center for National Security, Austin, TX***
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14. University of Oxford, UK – enduring
 15. Council on Foreign Relations, NYC – enduring

NCR = National Capital Region
BTB = Beyond the Beltway



Strategist Attributes

- Develop and coordinate national, military, and naval strategy and policies
- Translate national level security strategy and guidance into naval strategy at the Service, COCOM, NCC, and Fleet levels
- Evolve concepts and strategy to employ military forces at national and theater levels
- Demonstrate a comprehensive knowledge of U.S. national security policy, military history, and defense, military, and naval strategy gained through study and experience
- Demonstrate a comprehensive knowledge of all levels of war and their interrelationships
- Demonstrate a comprehensive understanding of topical regional issues



Naval Strategy Subspecialty

- Develop top-tier strategy experts over the span their career and utilize during subspecialty billets during shore assignments.
- Allows the proactive management of personnel serving in key strategy assignments.
- Prioritize officer assignments during sea/shore rotations
- Key Programs:
 - Federal Executive Fellowship (FEF)
 - Pol-Mil Master's (PMM)
 - Naval Postgraduate School (NPS) Strategic Studies (688) curriculum
 - Naval War College Advanced Studies in Naval Strategy (ASNS)
- Strategy Subspecialists will have the ability to develop and coordinate national, military, and naval strategy and policies to evolve concepts and strategy to employ military forces from the national through tactical levels.



Naval Strategy Subspecialty

